



## **National Commission on the Future of the Army**

2530 Crystal Drive, Zachary Taylor Building, Suite 5000  
Arlington, VA 22202

**SUBJECT:** National Commission on the Future of the Army Germany Site Visit July 28, 2015, Minutes

**Date:** July 28<sup>th</sup>

**Time:** 0900-1630hrs

**Locations:** US Army Europe (USAEUR) Headquarters Building

**Format:** Office Call and Round Table Discussion

**Attendees:**

Chairman - GEN Carter F. Ham (USA, Ret)

Vice Chairman – HON Thomas R. Lamont (ARNGUS, Ret)

Member – GEN Larry R. Ellis (USA, Ret)

Designated Federal Officer (DFO): Mr. Donald Tison

MG Raymond W. Carpenter (ARNGUS, Ret) Executive Director, NCFA Staff

COL Kristen Dixon, NCFA Staff

LTC John Adams, (DFO Executive Officer) NCFA Staff

LTC Sean Spence, NCFA Staff

LTC Timothy Palmer, NCFA Staff

LTC Brian Stevenson, NCFA Staff

CPT Sarah Moore, NCFA Staff

Mr. Scott Sharp, NCFA Staff

Mr. Andrew Feickert, NCFA Staff

**Documents Submitted to Commission:** Joint Multi National Training Center (JMTC) Briefing

### **Meeting Summary**

At 0900hrs, Commissioners met with the USAREUR Commander. Commissioners Ham and Lamont, Mr. Tison (DFO), MG (R) Carpenter, and Mr. Feickert attended this meeting. LTG Fredrick Hodges, USAREUR Commanding General, MG William Gayler, USAREUR Deputy Commanding General, BG Markus Laubenthal, German Army, USAREUR Chief of Staff (COS), BG John Hort, USAREUR G-3, and Command Sergeant Major (CSM) Sheryl Lyon, USAREUR CSM also attended this meeting. The DFO and Commissioner Ham provided opening remarks and introductions. The DFO discussed the applicability of the Federal Advisory Committee Act to all the discussions for the day.

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USAEUR Commander, LTG Fredrick Hodges, then discussed several key points. USAREUR's primary missions are Assurance and Deterrence. Our challenge – How to make 30,000 U.S. soldiers feel like 300,000. My five pillars for USAREUR are 1) Put more responsibility on junior officers and non-commissioned officers (NCOs); 2) Incorporate the Reserve Components (RC) into all we do; 3) Rely on our Allies; 4) Employ Regionally Aligned Forces (RAF); and 5) Conduct dynamic engagement with our partners by means of training exercises.

LTG Hodges noted USAEUR subordinate units also support U.S. Africa Command (USAFRICOM). He highlighted Operation Atlantic Resolve (OAR) as a critical enduring requirement in his area of operations. While USAREUR employs RC units to great effect, availability of funds and limits on the duration of the RC unit's active duty service constrain his ability to use these valuable resources to their full potential.

USAREUR Commander expressed concern with the downsizing of the 5th Signal Command to a Signal Brigade in 2017. This means all European communications and cyber defense activities will be the responsibility of a smaller and less experienced staff. Additionally, he was very concerned about the limitations and constraints of USAREUR's paratriot capabilities.

After meeting with the Commander, the Commissioners met with USAREUR Staff from 1030 to 1200hrs. All Commissioners and NCFA Staff attended. Attending for USAEUR were:

- MG William Gayler, USAREUR DCG
- BG Markus Laubenthal, German Army, USAREUR Chief of Staff (COS)
- BG Arian Deblieck, Commander, 7th Civil Support Command
- BG John Hort, USAREUR G-3
- COL Willburn Williams, USAREUR Deputy COS
- COL Laura Potter, USAREUR G-2
- COL Edward Burke, USAREUR G-4
- COL David Pendall, Commander, 66th Military Intelligence Brigade
- COL Torza, USAREUR CG Executive Officer
- CSM Sheryl Lyon, USAREUR CSM

The DFO and Commissioner Ham provided opening remarks and introductions. The DFO discussed the applicability of the Federal Advisory Committee Act to all the discussions for the day.

USAREUR G-2, COL Potter, provided unclassified intelligence assessment addressing Israel, Lebanon, Russia, and migration flow. USAREUR G-3, BG Hort, then explained that in 1988 USAREUR had 17 combat brigades and four combat aviation brigades (CABs). Now there are three brigade combat teams (BCTs) – including the one rotating to Europe from the U.S. – and one rotational CAB. The current operational focus is NATO Article 3 Collective Defense. OAR is a key element of our Article 3 operational focus. As USAREUR move forces through Eastern Europe and the Baltics, both on ground and through the air, they are finding “freedom of movement” is a big issue in terms of both infrastructure and coordination with various national and local governments. USAREUR is also building European Activities Sets (EASs) in Europe

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and eventually Africa to reduce the costs of transporting vehicles and equipment for rotational unit training.

In order for the rotational CAB to meet mission requirements, four conditions must be met: 1) deployments must be “heel to toe” (i.e. no gaps between rotations, and sufficient overlap for transition); 2) entire CAB needs to be able to surge if required; 3) rotational CAB needs a third assault company; and 4) must have an attack battalion in theater. “UH-60s don’t assure our allies and deter our foes – AH-64s do.” The discussion with USAREUR staff ended at 1215hrs.

USAREUR Commander hosted lunch beginning at 1220hrs. NCFA attendees were Chairman Ham, Vice Chairman Lamont, Commissioner Ellis, the DFO, MG (R) Carpenter, Mr. Feickert. USAREUR attendees were LTG Hodges, MG Gayler, and BG Laubenthal. GEN (R) George Joulwan, Former Supreme Allied Commander Europe (SACEUR), attended as a special guest.

At 1220hrs, the DFO and Commissioner Ham provided opening remarks and introductions. The DFO discussed the applicability of the Federal Advisory Committee Act to all the discussions for the day. The Commissioners explained the origins and charter of the NCFA. GEN (R) Joulwan remarked we need a strong RC and the RC is a good example of the role of the military in a democratic society. He also noted that engagement with other nation’s militaries is an important mission.

Commissioner Ham asked if there were discussions on merging USAREUR and U.S. Army Africa (USARAF)? LTG Hodges: Not aware of any proposals.

Commissioner Ham asked how is USAREUR retention? LTG Hodges: Good.

Mr. Tison asked how about civilians? LTG Hodges: Everyone wants to stay more than 5 years. Commissioner Lamont noted by FY 19 the Army was looking at a 50% reduction in the civilian workforce in Europe.

The lunch ended at 1330hrs.

All NCFA personnel moved to another conference room to meet with USARAF at 1415hrs. USARAF attendees were MG Darryl Williams USARAF CG (via VTC); USARAF G5 Staff: COL Dickson, Mr. John Frame, Mr. Jim McMillian; and Mr. Jim Motties USARAF G-7. Also attending were MG Duane Gamble, 21<sup>st</sup> Theater Support Command (TSC) CG, and BG Arlan DeBlieck, 7<sup>th</sup> Civil Support Command (CSC) CG.

The DFO discussed the applicability of the Federal Advisory Committee Act to the discussions. MG Williams explained USARAF works with 54 countries with 24 different languages. Two thirds of the staff is military and the remainder is civilian. USARAF has a mix of AC and RC in the military and cannot complete mission without the RC. He added that “we have hitched our wagon to TRADOC [Training and Doctrine Command] and the Army has been generous towards supporting us.

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MG Gamble explained that the 21st TSC supports both USAREUR and USARAF, but this force sharing causes problems, particularly early in an operation, with movement control teams and medical teams being a particular problem.

MG Williams also noted that signal support for USARAF needs a theater-level focus and more engineers and MCEs would be helpful.

MG Williams added that the Army National Guard (ARNG) State Partnership Program (SPP) is a particularly important asset for his command. Title 10 USC § 12304b authority is also extremely important, as they have seen a six-fold increase in train and equip requests. Most of USAFRICOM's regionally-aligned force missions can be done by RC forces and putting funding for additional RC battalions in the Program Objective Memorandum (POM) might be useful.

At 1545hrs the discussion shifted to the 7th CSC. BG DeBlieck explained the 7th CSC as the Army's only European-based RC unit. They are a potential mobilization platform and provide subject matter experts (SMEs) on disaster response and assistance. The 7th CSC's biggest concern is a lack of Movement Control Teams (MCTs). There are four Active and four Reserve MCTs (total of 84 personnel) supporting both USEUCOM and USAFRICOM. For comparison, there were 19 MCTs supporting operations in Afghanistan.

7<sup>th</sup> CSC also has civil/military and medical units and Nuclear, Biological, and Chemical (NBC) personnel. The command participated in the 21st TSC Ebola response. BG DeBlieck noted the command's operational tempo has been higher since 2012.

The discussion concerning 7<sup>th</sup> CSC ended at 1630hrs. This concluded the group events for the day while two commissioners (Ham and Lamont) and the DFO moved to another room to meet with media.